

CONCORDIA'S THURSDAY REPORT

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The happy winners of the 1996 Concordia International MBA Case Competition show off their trophy: Don Philpott, Peggy Ann Coady, Jennifer Davis and Michael Feaver, all from Memorial University, in St. John's, Newfoundland. For a photo of Concordia's team, see page 7.

Case Competition wins battle against the elements

BY OWEN EGAN

At least there was no hail. There was, however, a great deal of snow and a bit of fire thrown in at Concordia's 15th International MBA Case Competition, which ended on a high note Saturday night with a reception at the Queen Elizabeth Hotel.

Twenty-eight teams from eight countries had fought their way to Concordia last week through one of the nastiest U.S. winter storms in recent memory to participate in the annual event.

In the end, the team from Memorial University in St. John's claimed first prize, a \$4,000 scholarship from the Bank of Montreal. Second and third place honours went to Otago University of New Zealand and the University of Calgary, respectively.

Concordia's team, made up of Lynda Newcomb, Ingrid Pavlanis, Tracey Shuffler and Dave Walker, tied for seventh.

The competition pits teams of four students against each other, one-on-one, in a round-robin tournament organized into six divisions of five schools each. The object is to solve complex, authentic business problems, or cases. After three hours' study of the case, each team presents its analysis and recommendations to a panel of judges.

Although only one of the 29 teams scheduled to arrive in Montréal had to cancel due to the snowstorm, organizer Drummond Aikman said that for a time, things looked much worse.

"As of the opening ceremonies, five or six teams hadn't shown. And because they were all stranded in

various airports, we had no way to reach them," he said.

"Then, as we were announcing our contingency plans, a fire broke out in the room across the hall," said Aikman. "We all had to leave. And throughout all this, we still had teams arriving."

After the fire was put out, the opening ceremonies finally went ahead, interrupted only by sporadic announcements crackling over the hotel's public-address system, emphasizing that the situation was completely under control.

Despite the intrigue added by storms and fires, this year's Case Competition was exciting in its own right. Because the scoring system had to be hastily changed to accommodate the uncertain number of participants, Aikman said, "we knew

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Strategic alliances

Management Professor Louis Hébert knows that one key to business success is for companies to get together.

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Universities everywhere are trying this new technique to promote efficiency and esprit de corps.

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LOVE works

An anti-violence project enables Concordia's journalists to give inner-city youngsters their own voice.

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JANUARY 25

THERE WILL BE
NO ISSUE ON
FEBRUARY 1

Ecotoxicologists Perry Anderson and Phil Spear study the alarming effects of contaminants on a beleaguered resource

Malformed fish on the rise in the St. Lawrence

BY SYLVAIN COMEAU

Fishermen were among the first to sound the alarm. Those involved in commercial sturgeon fisheries on the St. Lawrence River were observing malformations in the catch, particularly in the skull and fin structures, reports Biology Professor Perry Anderson, who is director of Concordia's Ecotoxicology and

Environmental Chemistry (CEEC) Research Unit.

In discussions amongst themselves, these fishermen had concluded that these deformities were on the increase, added Phil Spear, who is a biology professor at UQAM and a former student of Anderson. Surprisingly, scientists monitoring the health of the St. Lawrence aquatic community had failed to notice.

It was a graduate student at

UQAM, Alain Branchaud, who, being active in organizations related to fisheries, became aware of the fishermen's concerns.

Subsequent research — in part carried out in Concordia's Ecotoxicology laboratory — indicated that embryos from sturgeon and white suckers taken from around Montréal had a five-per-cent incidence of deformities, which is several hundred times higher than embryos in control populations taken from relatively pristine areas.

Anderson and Spear decided to study those and two other species of fish to see if the phenomenon of malformations was related to PCB exposure. In previous work, Spear had shown that abnormalities in bird embryos were correlated with PCB exposure in maternal birds.

"PCBs and similar substances have a direct impact on vitamin A metabolism in sturgeon, rainbow trout, white sucker and brook trout," Anderson said. "The consequence is that less vitamin A than required for normal development is deposited in the eggs during development in the ovary."

Spear, the director of the study, said that vitamin A deficiencies in fish have multiple ramifications. "Growth rates, the immune system

and tumour activity are affected, as well as skeletal development."

Anderson explained that human populations exposed to PCBs are less likely to be exposed to these adverse effects, because vitamin A is often added to many products in our diet. However, fish and other vertebrates are limited to the vitamin A that occurs naturally in their food, and this may not be enough to offset the effect of PCBs.

"When a toxic substance interferes with the vitamin A management system, it deprives eggs of sufficient vitamin A, and this deficiency has ill effects on various stages of development. The result is malformations, and many observers of nature, such as the International Joint Commission (IJC), have noticed that these are on the increase throughout ecosystems, such as the Great Lakes."

The mechanisms of interaction between PCBs and vitamin A were studied by injecting brook trout with PCBs to simulate exposure in the natural environment. Levels of vitamin A and its metabolites were then examined in various tissues.

This work was done in part by Aristocle Nbayibagira, a 1992 graduate of Concordia's Diploma in Eco-

See Anderson, p. 7



A team from Concordia and the Université du Québec à Montréal collects sturgeon from the Upper Outaouais River. Eggs stripped from the females are fertilized, and raised in Concordia's Ecotoxicology laboratory.

ELSEWHERE...

COMPILED BY MICHAEL ORSINI

This column highlights newsworthy events at universities across Canada and abroad. If you have any interesting bits of information to pass on, please send them to Concordia's Thursday Report, BC-117.

The budget axe has fallen at the **Université de Montréal**, where employees are contending with massive cuts in upwards of \$45 million. By the 1997-98 academic year, the university plans to scrap 525 non-teaching positions, or 21 per cent of the total. U of M also hopes to slash its teaching staff by about 12 per cent, or an estimated 190 professors. One chemistry professor said a leaner university will have to rethink its student admissions policies and adjust to the new reality. Departments and faculties with a dwindling pool of professors will no longer be able to accept several new students. "We will no longer be able to maintain the same quality of service. We cannot do more with less."

Three middle-level managers at **McGill University** were dismissed just before Christmas as the university continues to probe the alleged disappearance of almost \$1 million. Details of how the money disappeared are sketchy, *The Gazette* reported, but there is speculation of a possible kickback scheme involving the approval of money for university jobs that did not exist. One source told *The Gazette* that the university has been secretive about the case because officials expect several of the people who left the university to take court action.

The **University of Toronto's** Faculty of Arts and Science is reconsidering its leniency toward first-time cheaters. Donald Dewees, the acting dean, made the statement in a letter to the editor of *Saturday Night* magazine. He was responding to a recent article titled "Cheaters Prosper," which says a student who admitted to plagiarizing most of an essay received only a mild sanction. Instead of getting a zero for the course, a note was placed on the student's transcript for a limited time. The note, it was agreed, would be cleared "for one day only" in order to allow the student to apply to a U.S. university with a "clear transcript." Dewees explained that the U of T's standard penalty for first-time offenders — zero for the work and for the course, as well as a note on the student's transcript for one year — is overlooked only "in cases where there are some extenuating personal circumstances or serious problems in the disciplinary process."

Despite a call from a dean for his dismissal, a professor at the **University of Waterloo** who was accused of sexual harassment received only a fine and is back on the job. Sehdev Kumar, a professor in the Faculty of Environmental Studies, denied all allegations that he harassed and assaulted a female student during a field trip to the Himalayas of India. But UW president James Downey explained in an open letter to the university that he found the student's story credible and accepted her recollection of events. Still, Downey said, the professor's behaviour, while "reprehensible, did not constitute adequate grounds for his dismissal." The incident in which a student claimed she was fondled by Kumar took place in a public setting, Downey explained, "where others were able to come to the student's assistance had Professor Kumar not desisted."

The **University of Calgary** Faculty Association and the Confederation of Alberta Faculty Associations are none pleased about a proposal in a government discussion paper that seeks to limit the use of the honorific "doctor" to medical professionals. The paper suggests that, for any health service, the title "Dr." be restricted to members of regulated health professions who are permitted by law to use this designation. The head of the faculty association, Anton Colijn, said the recommendation, if adopted, could contribute to the devaluation of the academic community.

Yale University Press is under fire by some American academics for printing a book about the love affair between Hannah Arendt and Martin Heidegger, two of the 20th century's intellectual heavyweights. (Heidegger was Arendt's philosophy professor at Germany's University of Marburg.) "One of the worst aspects of this book and the reviews about it is that they reduce Arendt — a formidable philosopher and one of the few women in the canon — to a giggly young girl," said a professor of government at Harvard. "The irony is that Arendt could have predicted this. It illustrates the truth of what she said about the need to protect the sphere of intimacy from public scrutiny."

SOURCES: *The University of Calgary Gazette*, *The Bulletin* (University of Toronto), *UW Gazette*, *Forum*, *L'UQAM*

Management Professor Louis Hébert studies new Québec firms that do business with the world through strategic alliances

Young and dynamic, like the companies he studies

BY RACHEL ALKALLAY

One of the brightest spots in the Québec economy is providing a new research project for Louis Hébert.

The Management professor, who was the academic advisor for the MBA Case Competition last week, is studying how firms can benefit from strategic alliances with other firms. His examples come from two of the most active fields here, software and environmental expertise.

"These are very dynamic, competitive areas, with high technology and niche markets," said Hébert. "You can't go it alone. Strategic alliances are the way of the future."

The best-known Québec success is Softimage, which created brilliant graphics for the big-budget movie, *Jurassic Park*, and was recently acquired by the U.S. giant, Microsoft.

But there are many others. Québec is currently blooming with new software designers and environmental firms, some with highly original specializations. The inter-continental network represented by NAFTA has opened up a wealth of opportunities, but struggling young companies can't afford to fly down to Rio at the drop of a hat. That's why they need each other.

"These strategic alliances are like marriage," Hébert said. "You have to find a good match, and then develop the relationship and learn to co-operate." He is studying the failures as well as the successes, because the failure rate is high — an estimated 30 to 70 per cent.

"Some companies take too big a bite, and try to do too much at once. Or they don't have the managerial expertise to follow through — that's very common. The successful ones proceed progressively, and seek a focused alliance."

When alliances fail, he said, it's at great cost. The partners may have had to share expertise, and when one partner leaves "with the furniture," that exclusiveness is broken.

Hébert, like the firms he is study-

ing, is young, Québécois, and full of energy. He grew up in Maskinonge, in Québec's rural heartland, where milk and pork production and furniture-making form the backbone of the local economy.

He worked full-time as a dairy technician while he studied for his *baccalaureat* at the Université du Québec à Trois Rivières. "I can tell you everything about butter," he said. "I was in it up to my elbows."

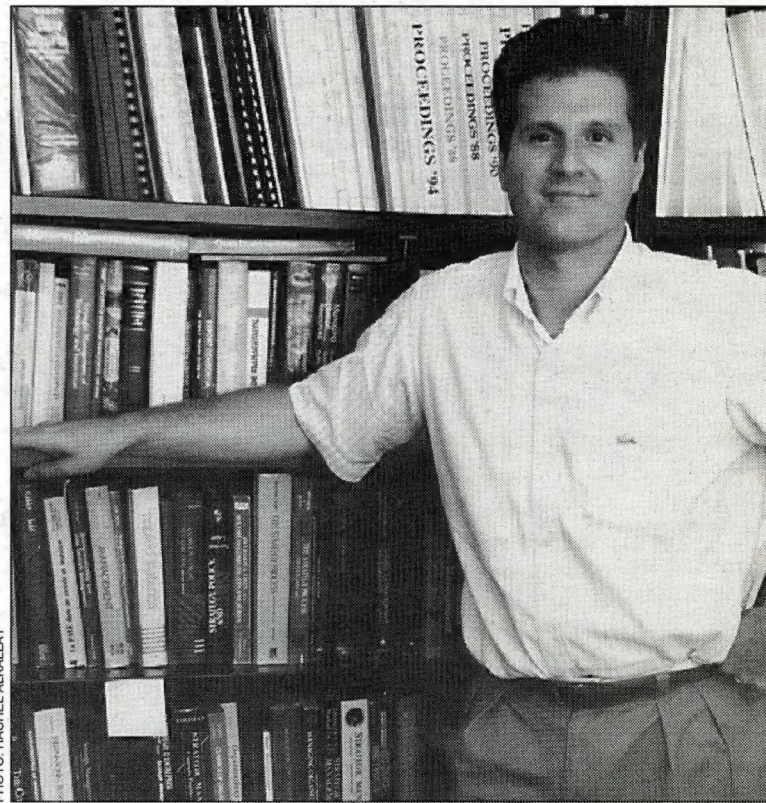
Moving on to the University of Western Ontario, he worked intensively on his written and spoken English while he did his PhD. His perseverance paid off in four awards for best papers; one was published recently in the *Journal of International Business Studies*.

He credits his strong work ethic to his family. Hébert père, a 60-year-old physician, recently reduced his workload to 70 hours per week, which roughly parallels his son's current schedule. "Teaching has never been a job to me," the younger Hébert said. "It's show business, and you have to make it interesting."

Besides teaching, supervising six graduate students and overseeing the annual MBA Case Competition, he is a veteran member and sometime chair of the committee which organizes the Faculty's prestigious Awards of Distinction.

He also organized an innovative joint MBA course with Northeastern University in Boston in 1994. Called *Doing Business in North America with NAFTA*, it gives students in both countries the chance to understand their differences and similarities. He hopes to include business schools in Mexico in the course, which is held every two years.

Hébert expects disciplined work habits from his students. On a 13-day trip to Chile and Argentina which he organized last year as part of the Executive MBA program, students began breakfast with guest lecturers and continued their discussions until 11 p.m. "The students wanted to give me a whip as a souvenir," he said with a smile.



Professor Louis Hébert

IN BRIEF...

MITE possibilities revealed in workshops

The Audio Visual Department's MITE Lab is holding several workshops this semester for interested students, faculty and staff. MITE, which stands for Multimedia Interactive Technology Environment, is equipped with 14 computer workstations.

Here are the workshops being offered this semester:

Intro to the Scanner: Jan. 22, Feb. 12, March 4 from 12:30 to 3:30 p.m.

Working with Video Images: Jan. 29, Feb. 19, March 11 from 12:30 to 3:30 p.m.

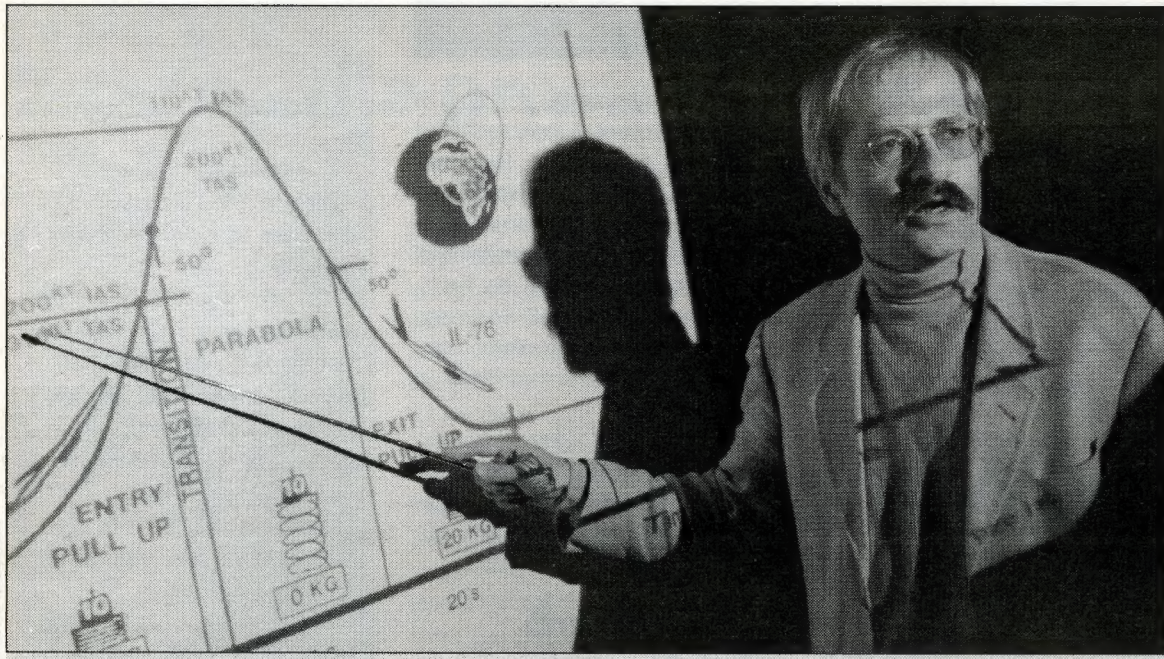
Sound Processing: Feb. 5, Feb. 26, March 18.

Hi-8 Editing: Feb. 1, Feb. 15, Feb. 29, March 14, March 28.

Intro to the Video Toaster: Jan. 25, Feb. 8, Feb. 22, March 7, March 21, April 4.

3-D Animation: Feb. 12, March 18 from 6 to 9 p.m.

Registration for the workshop is in person only at the MITE Lab (H-333 of the Henry F. Hall Building). Each three-hour workshop is \$25. There is a limit of six people per workshop. For more information, call 848-3461.



Physicist James Kass giving his talk, "Team-building for the International Manned Space Program."

'Once someone's pride is hurt, science flies out the window': James Kass

Physicist teaches teamwork in space

BY OWEN EGAN

When Yuri Gagarin was rocketing into orbit in 1961, James Kass was a wide-eyed teenager, fascinated by physics, astronomy and space flight. Today, he finds himself working alongside Gagarin's successors, as he studies team-building and teamwork in the field of manned spaceflight.

In a lecture sponsored by the Department of Applied Social Science, Kass painted a vivid picture of the complexities involved in getting humans into orbit, keeping them happy and productive while they are there, and returning them to earth in a timely fashion.

Good teamwork is crucial not only among the crew, who must sort out interpersonal conflicts as they work long hours together in cramped quarters, but also among every unit, department and agency on the ground.

Kass now works as head of human factors and space technology for a private German firm. He said it is illuminating to view complex missions such as a space-shuttle launch from the standpoint of its interacting teams.

Lurking behind the obvious division of labour in any large organization or undertaking, he said, are "teams within teams," groups with common goals and motives. Of course, there are always groups whose interests conflict. This is why actually teaching teamwork is so important.

To illustrate his point, Kass recalled the time he spent doing physiology experiments on astronauts in the 1980s. "Just 10 per cent of our energy was spent on actual science," he said. The other 90 per cent went towards organization,

writing up reports, and, yes, political infighting.

He recalled having an experimental training session purposely delayed by a bureaucratic committee because a certain piece of equipment had not been officially approved for use — the proper protocol had not been followed. As a result, Kass and a number of astronauts spent several days twiddling their highly-paid thumbs.



Raye Kass

"Once someone's pride is hurt, science flies out the window," he said.

In 1993, Kass was in Cologne, Germany, observing and evaluating a space-capsule isolation experiment. He felt the psychological experiments being performed on the people in the capsule were "of little or no use," consisting mainly of repeated questionnaires.

Then he heard of a new isolation experiment called CAPSULES, scheduled for 1994 in Canada. The seven-day mission would use real astronauts — the first such mission to be conducted outside Russia.

He immediately contacted his sister, Concordia Professor of Applied Social Science Raye Kass, whose area of specialization included small-

group dynamics. Together, he thought, they could put together a proposal for an unprecedented experiment and training exercise in teamwork and team-building.

Raye Kass happened to be on sabbatical in a tiny village in Germany. James's out-of-the-blue telephone call intrigued her, and she immediately agreed to work on the project.

With Raye using handwritten notes and a fax machine at the neighbouring village's pharmacy, the Kasses raced to finish the proposal on time. It was sent to Canada in late November, and two weeks later they heard it had been accepted. By Christmas, the Kass team was already on the phone, talking to astronauts and organizing their experiment.

James Kass recalls that when the astronauts first saw the proposal, they themselves suggested it be included in the mission.

"They were enthusiastic because, unlike the other experiments, ours was also an exercise in team-training. It wasn't designed just to study the astronauts, but to make their lives easier," he said.

Since the CAPSULES project, both James and Raye Kass have traveled to Russia to consult on team-building issues with cosmonauts at the Star City training center near Moscow. They plan to maintain their contact with the Russians, who, with their emphasis on long-duration space missions, are very interested in learning more about group dynamics and teamwork.

The brother-sister aspect of this collaboration seems to have gone without a hitch. Not even a trace of sibling rivalry appears. "We're great friends," Raye said, "and we each have a high respect for the other's area of expertise."

NAMES IN THE NEWS

COMPILED BY BARBARA BLACK

Concordia faculty, staff and alumni/a pop up in the media more often than you might think!

Marika Pruska-Carroll (Political Science) specializes in Russian politics, and was much in demand in November and December, when an election was held there. She was on CJAD, CBC's *Sunday Night with Dennis Trudeau*, and CFCF television. Her recent book, *Russia: Between Yesterday and Tomorrow* (Véhicule) was quoted approvingly by *The Globe and Mail's* Geoffrey York.

Kit Brennan (Theatre) was on Vicki Gabereau's popular CBC radio show recently, talking about her play, *Tiger's Heart*, which is being produced in Vancouver's Women in View Festival. An excerpt was broadcast, too.

Sally Spilhaus (Sexual Harassment) talked to CJAD's Melanie King in November about harassment in the workplace of men, and took part in a Radio-Québec panel on television about sexual harassment in the educational milieu. All panelists agreed that it does exist, and that, at least in Québec, opposition to it is not extreme.

L'Actualité, French Canada's premier newsmagazine, published an illustrated interview with **Marilouise and Arthur Kroker** (Political Science, *CTheory*) in October. Arthur Kroker's contribution to a new book, *Technoscience and Cyberculture* (Routledge), was noted by *The Globe and Mail*.

Chantal Mailé (Simone de Beauvoir) was one of five feminists who debunked four myths about education in the pages of *Le Devoir* recently. The myths were 1) schools are better adapted to girls than to boys; 2) boys are victimized, because they are more likely to drop out; 3) girls now have equal access to programs; and 4) women have achieved full equality in the workplace.

There were 10 winners in Canada's biggest national competition for student writers recently — and two of them were from Concordia, **Helen Siourbas** won second place for her short fiction, and **Ardesa-Nica Jessieu** tied for second in the poetry division. Their names were announced in *Books in Canada*.

Pioneering conductor **Ethel Stark**, holder of an honorary doctorate from Concordia, was the subject of a feature article in *The Gazette* on November 4. She founded the Montreal Women's Symphony Orchestra in 1940, and conducted it for about 20 years.

The Calgary Herald published an interview with **Gary Burns** and **John Hazlett**, two young film-makers who learned their craft at Concordia, about their movie, *The Suburbanators*.

Sylvain Émard (Contemporary Dance) identified two influences for his latest dance work, *Terrains vagues*: old photos of Québec lumber camps such as his own father and grandfather had worked in, and the agonized male images of British painter Francis Bacon. An article and photo appeared in the *Toronto Star* as Émard started a four-city tour.

In the wake of another reinforcement from the Vatican on the ban on women priests, *The Gazette* interviewed local theologians. **Sean McEvenue** (Theological Studies) said he was puzzled. "There's no possible scriptural authority for denying women as priests."

In the aftermath of the assassination of Israeli prime minister Yitzhak Rabin, *The Gazette* interviewed local Jewish community leaders. **Stephen Scheinberg** (History), who has been a researcher and member of the national executive of B'nai Brith, said that the radical right makes few inroads in Montréal.

A Concordia student was featured in the *Maclean's* universities issue of November 20. Exercise Science student **Vicky Sasso** said she was once a "very sedentary" Biology major, but switched when she saw the career opportunities presented by an aging population. Department chair **John Sullivan** agreed, pointing to our increasing interest in fitness and good health.

Photographer **Mark Ruwedel**, who teaches in Fine Arts, had a show at the Saint Mary's University Art Gallery which was noted in the Halifax newspapers. On the theme of nuclear test sites and plutonium pollution, it was called *The Italian Navigator Has Safely Landed in the New World*. The *Chronicle-Herald* called it "devastating in a quiet, understated way."

LETTERS

Concordia's Thursday Report is interested in your letters, opinions and comments. Letters to the Editor must be signed, include a phone number, and be delivered to the CTR office (BC-117/1463 Bishop St.) in person, by fax (514-848-2814), by e-mail (barblak@alcor.concordia.ca) or mail by 9 a.m. on the Friday prior to publication. If at all possible, please submit the text on computer diskette. Limit your letter to 500 words. The Editor reserves the right to edit for space considerations, although the utmost care will be taken to preserve the core of the writer's argument. Letters disparaging the behaviour or decisions taken by an individual which are not of a public nature, letters quoting exchanges between two or more parties in private conversation or personal correspondence, and letters venting an opinion about the integrity of colleagues will not be published.

Ecotoxicology program should continue: Dean

The following letter was sent to Melissa Boote [See Letters, CTR, Jan. 11]:

Dear Ms. Boote:
Thank you for your letter of December 13, 1995, and for your comments about the excellence of the Diploma in Ecotoxicology program. It is a program that should continue, in my view, and I am working toward that prospect.
Thank you for taking the time to write.
Yours sincerely,
Gail Valaskakis
Dean, Faculty of Arts and Science

Fines for smoking introduced

The following directive was issued on January 11 by Vice-Rector Services

vices Charles Bertrand:

Concordia University was declared a smoke-free environment on January 1, 1993 (Policy C SR-3). Smoking is prohibited in all buildings and portions of buildings owned or leased by the University.

Not everyone has respected the policy and this has led to many complaints. As a result, effective February 1, 1996, Security personnel will begin issuing tickets to offenders. The amount of the fine is \$25 and is payable within 45 days.

If the fine remains unpaid after 45 days, in the case of students, it will be added to their account, and in the case of faculty and staff, it will be deducted from their pay.

It is intended that any revenue collected in this way will be directed to supporting academic activities in the University.

I am counting on your support and co-operation in helping to create a healthy environment for all of us.

Charles Bertrand
Vice-Rector Services

Spirit of Christmas raises record amount

Campus Ministry's annual Spirit of Christmas fundraising drive raised a record \$10,977 in late December to help needy students.

The money is used to fund the emergency food voucher program, which allows hungry students to purchase groceries.

The bulk of the donations came from members of the Concordia community, but several departments held special fundraising events. A bake sale was organized by Marketing Communications, the Rector's Skating Party was given by Recreation and Athletics, the Holiday Tree was set up in the atrium of the J.W. McConnell Building, and Student Services held a raffle at their holiday party.

This year, significant donations were given by the Concordia University Professional Employees' Union, the Concordia University Part-Time Faculty Association, and the Concordia University Alumni Association.

The funds raised by the Spirit of Christmas Drive are used throughout the following year. During 1995, Campus Ministry distributed \$8,500 in food vouchers to 266 Concordia students, up from 1994 when \$7,735 was spent to help 246 students.

Progress report on V-R I R search

The advisory search committee for the Vice-Rector, Institutional Relations, held its first meeting on Thursday, January 4. The committee adopted its internal procedures, discussed the profile of the ideal candidate and approved

IN BRIEF...

the advertisement for the position. The deadline for receipt of applications and nominations is February 15. The advertisement will appear in local and national newspapers (see below).

The advisory search committee will be aided by consultant Nicole Fauré, from the firm Caldwell Partners. The next meeting of the search committee is scheduled to take place on February 19.

For further information, or comments, please contact the committee secretary, Marie A. Robitaille, telephone: 848-4811, internal address: BC-124, e-mail address robita@vax2.

Give something to needy Montrealers

If some familiar faces come calling on you today or tomorrow, asking you to fill out your Centraide pledge card, keep an open mind and an open heart. But more important, open your wallet, even if you can afford only a little. It can make a difference.

Some members from Concordia's Centraide Committee have been assigned certain areas with which they are most familiar to nudge employees to send in their cards. These gentle reminders will not only help the needy, but will increase the University's participation rate past the 7.9 per cent mark, where it stands today.

This represents only 231 of 2,900 appeals. An informal survey of donors shows that the faculty/staff split is 35 per cent/65 per cent. So far, Concordia has collected close to \$40,000 for Centraide, well below the agency's goal for an institution of this size and average income - DV

IN MEMORIAM

Samuel H. Schecter

The Leonard and Bina Ellen Art Gallery regrets the passing of Dr. Samuel H. Schecter on January 4 in Montréal.

Dr. Schecter was among the original supporters of the Sir George Williams Arts Galleries (now the Leonard and Bina Ellen Art Gallery of Concordia University). With his encouragement and assistance, the University began to acquire works of Canadian art and to build its important permanent collection.

In 1968, an honorary degree of Doctor of Laws was conferred on Dr. Schecter by the University in recognition of his devotion to the arts, and his role in founding one of the earliest university art galleries in Canada.

- Karen Antaki, Director/Curator

CLARIFICATION

The design and layout of CTR and any CTR supplements continue to be the responsibility of Marketing Communications. However, due to time constraints, supplements will not be done by the designer responsible for the layout of CTR. Production cost increases are responsible for the rise in the cost per page of supplements.

Concordia University is seeking a Vice-Rector, Institutional Relations

Concordia University is seeking to appoint a Vice-Rector, Institutional Relations. This appointment is normally for a five-year term, is renewable upon an open search and would commence as soon as possible.

Concordia has recently redefined the portfolio of the Vice-Rector, Institutional Relations. The scope of this new position includes responsibilities for: increased development of alumni relations and fundraising activities; establishment of closer liaison with governments and other Québec universities; management of human resources, in the context of a unionized workforce, at a time of severe budgetary constraints. The Vice-Rector, Institutional Relations is also responsible

for the Departments of Marketing Communications and Public Relations.

Candidates should possess: academic credentials and experience in university administration in a senior position; the ability to be an articulate and persuasive spokesperson for the University in its relations with various external bodies; demonstrated skills in the effective management of human resources in the context of a unionized workforce; effectiveness in management of fundraising operations. Fluency in both French and English is essential.

Applications and nominations, with biographical information, should be sent by

15 February 1996 to:

Nicole Fauré
The Caldwell Partners
Amrop International
1840 Sherbrooke Street West
Montréal, Québec
H3H 1E4

In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents.

Concordia University is committed to employment equity, and encourages applications from women, aboriginal peoples, visible minorities and disabled persons.



Concordia
UNIVERSITY

REAL EDUCATION FOR THE REAL WORLD

CONCORDIA'S THURSDAY REPORT

Concordia's Thursday Report is the community newspaper of the University, serving faculty, staff, students, and administration on the Loyola Campus and the Sir George Williams Campus. It is published 26 times during the academic year on a weekly basis by the Public Relations Department of Concordia University, 1455 de Maisonneuve Blvd. W., Montréal, Québec H3G 1M8 (514) 848-4882
E-mail: barblak@alcor.concordia.ca
Fax: (514) 848-2814

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Concordia
UNIVERSITY

Raising the prestige of teaching

BY JONATHON GATEHOUSE

Concordia is putting the focus back on the classroom in the light of a report that teaching is "seriously undervalued" in today's educational culture.

Last May, the University Senate approved 13 recommendations by the Task Force on the Evaluation of Teaching and the Teaching Dossier, all designed to help the University community change its outlook.

"We've been trapped by the privacy we've created around teaching," explained task force chair Ron Smith (Education). "We've devalued teaching by assuming that you don't need to know more than the subject to teach it."

While both faculty and administration have always acknowledged the central role of pedagogy, the task force report sets out specific guidelines and goals.

In response, the University is placing new emphasis on the preparation and evaluation of teaching portfolios, or dossiers, which will be used in all personnel reviews. They give faculty an opportunity to present the full complexity and subtlety of their teaching to colleagues, Smith said, and enable them to build a scholarly case for their work, with selected examples of lecture notes, course materials, student evaluations and commentary.

Under Smith's direction, Concordia's Learning Development Office offers seminars and tutoring in

how to prepare a teaching dossier, and collects outstanding portfolios to be used as models. (The next seminar takes place on March 25 from 1-3 p.m. Call -2495 for more information.) A proposal to create a two-year orientation and mentoring program to help new faculty hone their instructional skills is currently being considered by Senate.

The Faculty of Commerce and Administration is leading the way in implementing the task force's recommendations. It has formed a committee of staff and students to co-ordinate departmental efforts to improve lectures, tutoring and curriculum. The Faculty Teaching Team (FTT) has arranged seminars on instructional techniques, and sponsors Distinguished Teaching Awards for both full-time and part-time staff. Deserving professors are nominated by students and colleagues, and the FTT will use the teaching dossiers to select the winners.

Associate Dean of Commerce and Administration Danielle Morin wants to spark discussion about teaching. "We have to create occasions for people to talk about their own experiences," she said. "It will happen without asking, because we create a forum."

One of the more controversial aspects of the report has been its suggestion that students be provided with the results of teacher evaluations to aid them in selecting courses and professors.

Concordia University Faculty Association president William Knitter acknowledges that students have legitimate concerns about the quality of curriculum and instructors, but worries that the publication of evaluations and student comments might be libelous, or violate professors' right to privacy.

"Some faculty have grave reservations about whether teaching evaluations measure what they are supposed to measure," he said. "My feeling is that evaluations must be used with judgment."

Dev Srinivasan, president of the Commerce and Administration Students' Association (CASA), said, "Good relations are very important to us. We want to come to a mutual agreement, and give something that is concrete and useful to the students."

CASA made copies of teacher evaluations available to its members last spring, but found the response disappointing. Participation by faculty was voluntary, and students were provided with only the numeric data, not the comments of their peers. Srinivasan hopes to persuade more staff members to make their results public this year, and to be able to mail information to all students in the Faculty.

We need to find ways to recognize the importance of teaching, William Knitter concluded, but "the point of teaching is not to win a prize, but to clarify things for students, and enhance their learning."

\$5,000 collected for child care

BY MATTHEW KERBY

Concordia must improve child care on campus to address the concerns of an older, working, part-time student population with children, according to a report presented last March to the Concordia Council on Student Life by the Task Force on Child Care Issues.

The report, which is slowly filtering through the University, includes 14 recommendations that range from increasing the present number of spaces for children at the Concordia daycare facilities to investigating whether daycare can be part of the employee benefits plan.

The task force determined that Concordia students have a variety of child care needs. It recommended that a flexible drop-off daycare centre be developed to cater to night students and student parents who only need daycare for a couple of hours while they attend class or class-related activities. The task force believes that flexible child care would relieve some of the stress that student parents face and allow them to participate more fully in university life.

This recommendation was picked

up over the summer by the Concordia Student Union, whose president is Jonathan Carruthers. "It concerns me that basic services are not being provided to student parents, who are often older and single, so that they can follow their academic pursuits," Carruthers said.

To address the issue, the CSU began charging a loony for the annual student handbook. Each dollar collected has been put into a fund for a drop-off service. So far, \$5,000 has been collected, but the CSU has not decided how to distribute the money.

Emily Paradis, co-ordinator of the Concordia Women's Centre, said the development of affordable drop-off daycare will allow women to get involved in out-of-classroom activities.

"Regular daycare hours can't cover the 'my study group needs to meet three times this week so we can get that paper in' kind of emergency," she said.

The report also suggested that good daycare services would help improve the recruitment of young faculty. Nina Howe is an associate professor of Early Childhood Education who served on the task force. "When somebody is weighing a decision about a choice of jobs, one of the

things that can sway them is the availability of good child care," she said.

Howe also believes that good daycare helps to create a good working environment. "It is important for parents to know that their children are well cared for. If you want a happier student body, faculty and staff, knowing that daycare is available is very important."

Other task force recommendations include recognizing time off to look after sick children as employees' sick days, and accepting doctor's notes as sufficient grounds for deferring exams and granting assignment extensions; drafting guidelines for children's safety within the University; developing and distributing a list of daycares and statistics regarding student parents.

In addition to their handbook campaign, the CSU wants to support other Concordia community concerns by turning over the advertising commissions its salespeople earn from selling ads for the student newspaper, *The Concordian*, to local and internal charities.

Concordia has two well-used traditional daycare centres, Garderie les P'tits Profs in the west end (848-7788) and Garderie Concordia downtown (848-8789).

CQI

CONTINUOUS QUALITY IMPROVEMENT

Empowering employees through CQI: The Mount Royal College experience

This is the first of an occasional series about Continuous Quality Improvement, the adaptation for public institutions of a popular management tool, Total Quality Management. CQI is being introduced at Concordia, and Kim Malcolm, a Journalism Diploma student who recently graduated from Alberta's Mount Royal College, reviews how it works there.

BY KIM MALCOLM

As Concordia dips its toes into the pool of new management techniques, we can look to other educational institutions to see how they are adjusting to new fiscal realities.

Calgary's Mount Royal College formed a College Effectiveness Council two years ago to begin the adoption of CQI principles, and hired Faculty of Business instructor Lloyd Rankin in June 1994 to co-ordinate the revolution.

The college guaranteed a \$300,000 budget for the College Effectiveness Office over three years, not including Rankin's salary. The office consists of three employees — Rankin, an assistant, and a secretary — and six part-time facilitators, who work on the projects in their work areas.

Rankin said that the college had looked at quality principles before, but things came to a head three years ago with the Alberta government's 1993 announcement of a 21-per-cent cut to education funding over three years.

"It's never really a great time to implement something like college effectiveness," Rankin said. "People may link quality initiatives with cuts, but the people in contact with the projects are positive."

Rankin's mandate is to help employees identify problem areas and how better to meet the needs of the college community. The voluntary teams are drawn directly from the area's staff, who, along with the administrators, employees and the facilitator, agree on the aims and parameters before they begin.

The stakeholders take several months to work through a seven-step process. They first clarify what system they will look at, document how they will do it, and collect their data. They analyze what they've found, brainstorm for solutions, and assess the results. Finally, they standardize the system, and recommend what actions to take next.

"All the stakeholders are represented in the team," Rankin said. "What's different about this approach is that it's management by fact, not feel, and the team agrees on specific goals in advance, so you know if you've done it by the end."

The council decided to start small. Their first completed project looked at cash management, and how college revenues — \$60 million a year — were collected. The five-member team wanted to reduce the time and paperwork involved in certain transactions, and under the guidance of the quality principles, they produced new operational definitions for decreasing processing time in business days.

Rankin said that team members were empowered by their involvement.

"The most significant difference occurred in the team members' perceptions of how they fit into the college," he said. "Employees' work must have value. When their work is seen to be redundant or of no value, people are at risk."

The next wave of projects, started six months ago, looked at sessional contract generation, accounts payable, and shipping and receiving. A major evaluation of curriculum approval began this month, and Rankin is planning a college-climate survey of all employees and students, which includes comparisons with 280 other North American educational institutions.

Rankin says having senior management support is vital for the success of a program like college effectiveness. "I was very encouraged when the president took it on personally and chaired the council. We couldn't have asked for more support institutionally." The council also includes two vice-presidents, the director of human resources, the dean of academic services, and one representative each from the faculty, support staff, and the students.

Rankin said he is not above borrowing good ideas from any of the 150 educational institutions in North America with quality co-ordinators, but effective change takes time and patience. Changing people's attitudes and the institutional culture doesn't happen overnight. "I went in knowing that, and I'm still amazed at how patient you have to be."

"But people care deeply about what they do. TQM [or CQI] shows you people are hardworking, won't let you down, and will rise to the challenge."

Former Concordia film instructor nets Genie

BY MATTHEW HAYS

Montréal director George Ungar, who taught film production at Concordia in 1992-93, won a Genie Award on Sunday for his feature-length documentary, *The Champagne Safari*.

It's a pat on the back after 16 years of work on the project, and one of

the sacrifices Ungar made to complete the film was leaving his position at Concordia to put the film in the can.

Safari's story is as bizarre as only true stories can be. In 1934, millionaire eccentric Charles Bedaux left his New York mansion to trek across the Canadian Rockies. He brought along a small army of workers, five trucks, his wife, his mistress and

enough champagne and caviar to keep everyone sated for the duration of the journey.

Bedaux didn't have any particular reason for the expedition. He was simply a megalomaniac with delusions of going down in history as a famous explorer. The expedition had to be aborted when supplies ran low, horses collapsed and several cars fell off treacherous cliffs.

In Bedaux, Ungar discovered a businessman who didn't take sides during World War II, a capitalist entrepreneur who did business with Nazi Germany while befriending Jews and maintaining ties with British and American aristocrats.

"I developed a real love-hate relationship with the man," he said. "One day I would think he was a horrific collaborator; the next, I had

respect for him as an intriguing, self-made, larger-than-life figure."

Now that the film is earning rave reviews, Ungar wants to return to teaching. "The Department [of Cinema] seemed happy, and the students gave me great evaluations. So if they'll have me, maybe I'll be back at Concordia again."

LOVE spreads writing and photography skills

Journalism students help teens express their turmoil

BY SUSAN PURCELL

Two evenings a week, Marc St-Aubin sits in a dimly lit basement studio at Dawson College, helping a teenager find the words to explain what violence is doing to his life.

St-Aubin and three other students in Concordia's Journalism diploma program work with about 30 high school students in a photojournalism project on violence. Some of the youngsters, aged 14 to 17, are victims of a violent environment, while others have their own history of anti-social activity.

Leave Out Violence, or LOVE, is based on the idea that direct involvement with young people at risk is the best way to keep them out of trouble, and provide new skills and directions.

The photojournalism project, now in its second year, is centred at Dawson, which has made its photography and sound labs available. LOVE participants spend an evening a week developing and enlarging photos and writing their texts.

"We start by asking the kids where violence comes from," St-Aubin said. "They mention the police, entertainment, music and sports."

Abdul, 15, is one of the students St-Aubin helped with his writing. He

is at Vézina High School in Côte-des-Neiges, an alternative school for students who don't take easily to classroom routine. "Abdul told me he had seen his cousin get into trouble with the police. We talked about it, and he decided to interview his cousin about what happened."

As Abdul waited his turn at the enlarger in the photo lab, he was asked what job he'd like to have some day, and answered without hesitation, "I think I'll be a photographer."

The idea for LOVE came from Twinkle Rudberg, whose husband Daniel was murdered in 1972 by a 14-year-old purse-snatcher. When she started the project two years ago, she had no difficulty attracting the interest of the community. Concordia Journalism Professor Brenda Zosky Proulx, a former *Toronto Star* reporter, started the photojournalism project with Stan Chase, of Dawson's photo lab.

"I'd started writing about kids about 20 years ago, and I realized that very little had changed since then," she said. "So many lost souls fall between the cracks. I've done a lot of exciting stuff in my life, but this is one of the most exciting things ever."

Last year, students interviewed police officers, rape victims, gun-con-

trol activists, community leaders and sports figures. One girl's sister had been raped, and her former boyfriend turned to gangs and ended up killing somebody, Zosky Proulx said.

The words and images chosen to express the impact of such stories have been "more touching and profound and sophisticated than I ever imagined." Volunteers are determined to publish the young photo-journalists' past two years' work as a book.

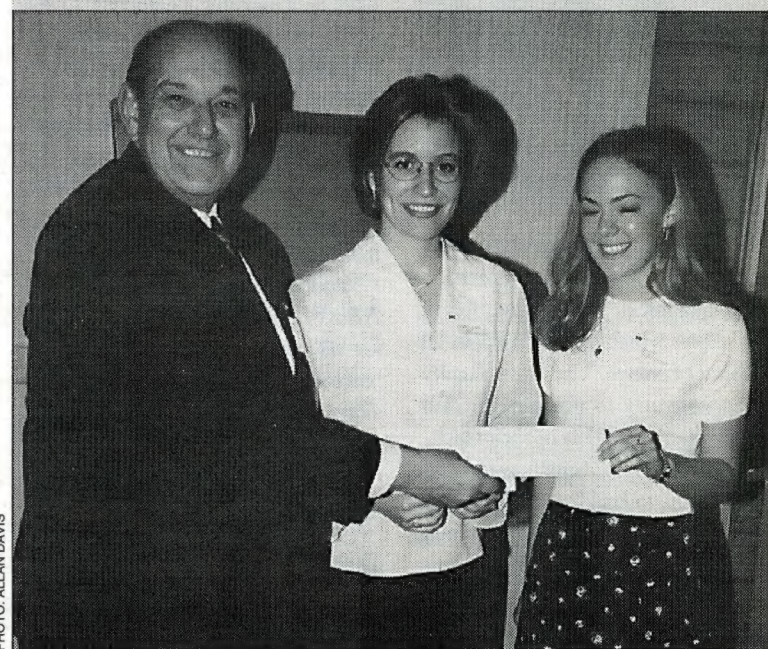
When Zosky Proulx approached Journalism's Enn Raudsepp and Ross Perigoe with the idea of involving graduate students in LOVE, they were enthusiastic.

Several students got credit for working in LOVE as independent-study projects, but most are motivated by enthusiasm. Marc St-Aubin expects it to enrich his journalism, and will write about it in his course-work.

Buffy Childerhose is now an intern at CBC's *Newswatch*. She enjoyed working with the teenagers so much last year that she still goes in regularly to give editing help.

"I feel a sense of responsibility to these kids. It's amazing that they could experience all that pain and still be so filled with energy and vitality and hope. They've taught me a lot about courage."

Community Newspaper Association rewards promising student journalists



Both winners of this year's Quebec Community Newspaper Association Awards are Concordia Journalism students. Above, QCNA president Bob Phillips presents cheques for \$1,000 each to Isabelle Landry and Sara Scott.

Historian Steven Katz deconstructs the Holocaust

A man-made disaster without precedent

BY JOANNE LATIMER

Holocaust historian Steven T. Katz attacked the notion that Jews were led like lambs to the slaughter during the Holocaust when he gave the second Liberal Arts College public lecture in November.

Katz, who teaches at Cornell University, said that the definition of resistance needs more nuance and context.

"After 1939, Jews were hungry and cold in ghettos. There was disease, overcrowding, and they were deprived of sleep. The French Resistance is not an applicable model for the Jews. The French were living at home and going out after dinner."

Why did the Jews misunderstand their situation? "Jews looked at history and saw that conquerors do not kill; they enslave and exploit," Katz said. "That's a reasonable inference, because there was a severe shortage of manpower in Germany, and the Jews were skilled workers. But history misled them. There was no

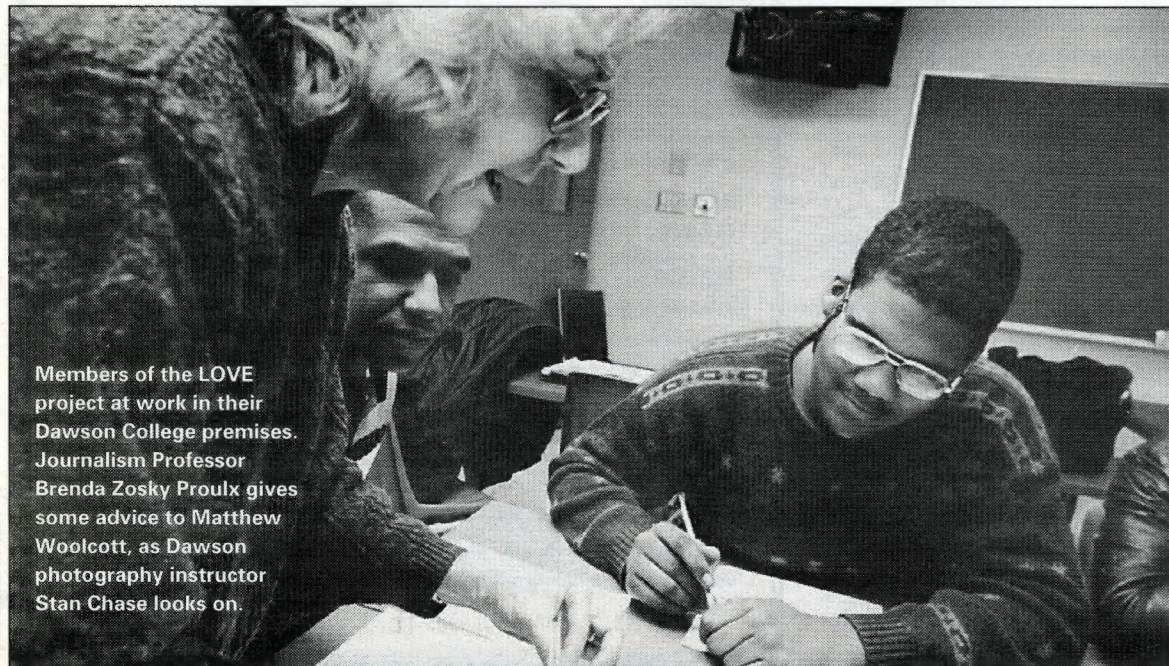
precedent, and all prudent calculations failed.

"In the ghetto, every act taken by a Jew was an act of resistance. Organizing schools, theatres, hospitals and prayers was resistance in this context. It was spiritual resistance, not just political and physical."

And there was some physical resistance. About 30 Jewish partisan groups operated in Europe; there were 60 organized ghetto uprisings and six death-camp rebellions.

Some Gentiles enabled rescues. "It wasn't easy to be a rescuer," Katz said. "They needed to provide food and shelter for three to five years. Babies and children were difficult. There were informers, and the punishments were severe."

Finland refused to hand over their Jews for deportation, and Denmark miraculously smuggled 7,200 Jews to Sweden. "This combination of resistance and rescue offers a few sparks of hope to keep humanity alive," Katz concluded.



Members of the LOVE project at work in their Dawson College premises. Journalism Professor Brenda Zosky Proulx gives some advice to Matthew Woolcott, as Dawson photography instructor Stan Chase looks on.

Would-be entrepreneurs hone their skills in competition

BY MARC ST-AUBIN

It's a jungle out there for entrepreneurs, but students David Nault and Mike Quigley should be able to hold their own.

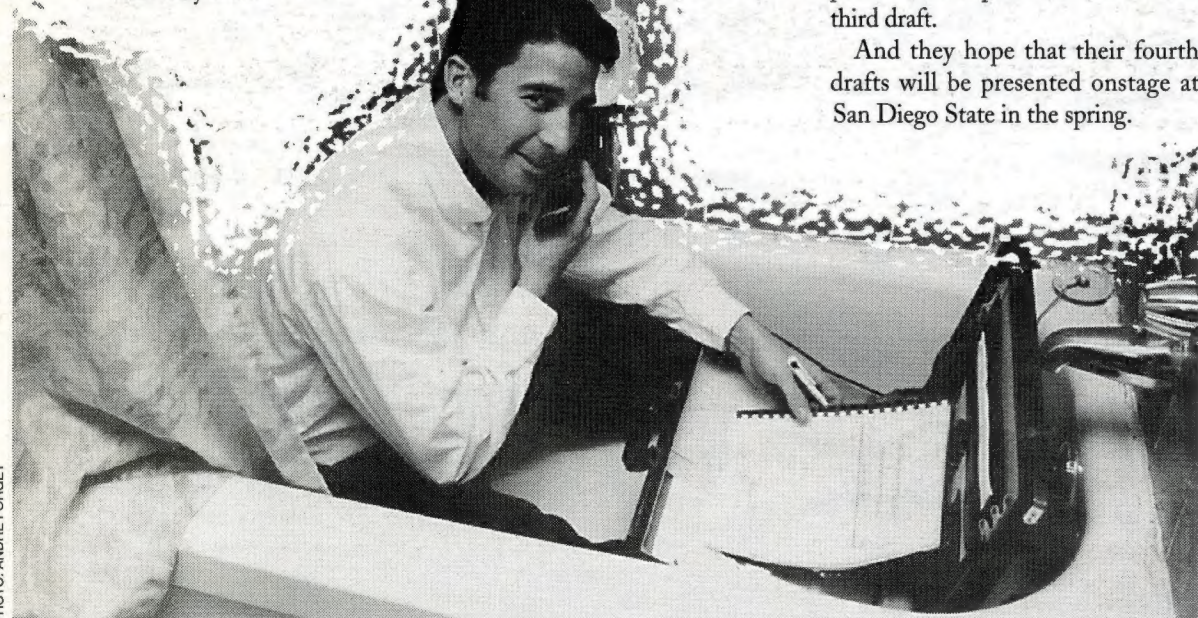
Nault won \$500 and Quigley won \$300 in the first annual Concordia Business Plan Competition, held in early December under the auspices of Concordia's Centre for Small Business and Entrepreneurial Studies. They will proceed next month to a national competition at Queen's University, in Kingston.

"I'm confident we are going to win this year," said Caroline Moussaille, president of the Concordia Entrepreneurs' Association (CEA).

The pair will have at least two months to work on their plans and practise their oral presentation. "I'm going to turn this plan into a jewel," Quigley promised.

A second-year Commerce student who wants to start his own business when he graduates, Quigley dreamed up Service Star, a company that offers prompt delivery and installation of major appliances and furniture.

His idea would be an alternative to the big retailers, who sometimes deliver on inconvenient days, holding customers hostage in their homes while they wait.



Entrepreneurial student David Nault in his "R & D department." He won \$500 for his business plan for a company whose products include a mildew-free shower curtain — still in production.

Food for thought from iconoclastic artist

BY JOANNE LATIMER

From London, Ontario, is known for blending social activism with his art. In a recent lecture at Concordia, he showed how he devises photo-murals and art installations to skewer capitalism, particularly the politics of food production and distribution.

Benner quit his studies in agricultural engineering at Guelph University in the 1960s because he thought the experiments were "cruel and twisted." Since then, he has made his living as a railway brakeman.

David Nault and a partner founded a company called Happier Products. One of his ideas is a mildew-resistant shower-curtain that seals to the inside of the bath wall to prevent water spillage. Nault, who is about to graduate in Commerce, proposed to use infomercials and 1-800 numbers to market his idea.

"Every class I took in my whole three years in school went into my business plan," Nault said. As soon as he graduates this spring, he'll be working "16 hours a day" on his business venture.

The other competitors were Alex Panasuk, Robert Angers and Don Barecki, who won third, fourth and fifth prizes. The competition, with \$1,000 in prizes donated by Imasco, was open to anyone at Concordia.

Management lecturer Tom O'Connell, who is acting director of the Centre, was ready to work with entrants on their business plans, but he wasn't needed.

All five students had taken an entrepreneurial course offered by the Centre. Entrepreneurship was recently added to the Commerce curriculum as a core course. "We want to give Concordia

the image of an entrepreneurial centre,"

O'Connell said.

The written plans were screened by a panel of judges from the business community. But that made up only half of each competitor's mark. A 30-minute oral presentation, worth the other 50 per cent, was designed to create the excitement an entrepreneur needs to generate among investors. If investors like your business plan, they'll meet with you, O'Connell said. Nevertheless, "you can write the best business plan in the world, but if you can't sell it verbally, it goes nowhere."

O'Connell and the CEA hope to build on this competition in years to come with more entries and prize money. Travel expenses to Queen's will be covered by the CEA, but if the students make it to the finals in San Diego, they may need some additional support. "We hope to get a Concordia winner in an international event," said O'Connell.

In the past, Concordia sent students to Queen's with written business plans, but without much support to refine them.

"We would always come in second or third place at Queen's, but never first, and I always asked myself why," Moussaille said. By the time Nault and Quigley reach the Queen's competition, their plans will be in their third draft.

And they hope that their fourth drafts will be presented onstage at San Diego State in the spring.

ANDERSON *cont'd from p.1*

toxicology program. They also have continued their study on white suckers and sturgeon, because these species are particularly vulnerable.

"Probably 95 per cent of the PCBs in aquatic ecosystems are in the sediment, which is where sturgeon and suckers forage for food," Spear said.

"In a sense, that makes these fish like canaries in a coal mine," Anderson added. "They provide an early warning that there is a PCB problem in our environment."

One of the principle goals of the research is to develop from our

knowledge of PCB-vitamin-A interactions a simple bio-indicator test that will identify fish populations in stress from PCB exposure.

Anderson and Spear are hopeful that such a bio-indicator would then be used by others to survey the health of fish populations in general. "The idea is to develop diagnostic tools such as those used in clinical medicine for humans, except that our bio-indicator tools will serve to evaluate the health of fish and other wildlife."

Anderson and Spear are publishing two papers on these studies in the current issue of the *Canadian Journal of Aquatic Sciences and Fisheries*.

Happy birthday, Ecotoxicology

It was standing room only in the Graduate Students' Association offices on December 2, as about 150 alumni, students and staff celebrated the 10th anniversary of the Ecotoxicology graduate diploma program.

Founder-director Perry Anderson and Professor Mary Baldwin joined alumni and a host of current students for the celebrations. The birthday party was organized by Michele Loos, a 1990 graduate who now works at Health Canada in Ottawa, and Elaine Fisher, who has just finished the program.

Anderson and Saode Savary, one of the program's first graduates, cut a big anniversary cake.

Another highlight was a plea by student representative

Michael Chuah for everyone to sign a petition in support of the program, which may be phased out over the next two years for lack of funding and faculty.

The Ecotoxicology graduate diploma is a 32-credit program administered by the Departments of Biology and Chemistry. Over the decade, it has produced more than 130 graduates who have gone on to successful careers in Canada and abroad as environmental managers in industry, government, non-governmental organizations, the media and universities.

If you want to sign the petition, call Michael Chuah at 848-3429.

-BB

CASE *cont'd from p.1*

there was an infinitesimally small chance we could have a tie."

Sure enough, they did have a tie at one point, sending the organizers into a huddle to devise a way to break it fairly. "I guess the planets

aligned," Aikman sighed.

Student organizers Elena Kon-takos, Sorin Munteanu and Aikman had been working on the Case Competition since June. After Saturday night's closing party, they returned to civilian life, which in comparison will seem ridiculously uncomplicated.



Congratulations to Concordia's team in the MBA Case Competition, who tied for seventh place in a field of 28 teams from all over the world. Left to right are Lynda Newcomb, Dave Walker, Ingrid Pavlanis and Tracey Shuffler.

The BACK Page

Events, notices and classified ads must reach the Public Relations Department (BC-115) in writing no later than Thursday, 5 p.m. the week prior to the Thursday publication. For more information, please contact Kevin Leduc at 848-4881, by fax: 848-2814 or by e-mail: kevin@alcor.concordia.ca.

JANUARY 18 • JANUARY 25

Art Gallery

The Leonard and Bina Ellen Art Gallery is located at 1400 de Maisonneuve Blvd. W. Information: 848-4750. (Métro Guy-Concordia)

Until January 31.

Louis Muhlstock. Monday – Friday from 11 a.m. – 7 p.m. and Saturday from 1–5 p.m.

Campus Ministry

Prison Visit Program

A program of eight weekly visits to Archambault Institution begins with an orientation meeting on Thursday, January 25th at 2 p.m. in Room 105 at Annex Z (Campus Ministry, 2090 Mackay). The visits begin on Thursday, February 1st and subsequent Thursdays following. Call Matti Terho, -3590 or Peter Côté, -3586.

Retreat Weekend at Oka

February 9-11. Cost: \$50, all-inclusive. For information, call Peter Côté, -3586, Daryl Lynn Ross, -3585.

A Gathering of Men

For men who wish to explore their masculine identity in the light of modern-day realities. Call Matti Terho, -3590.

Multi-Faith Dialogue

A lunchtime brown-bag discussion group aimed at exploring and sharing the elements of our various belief systems. Call Matti Terho, -3590.

Meditation

Attuning to the body-mind-soul connection, each session involves a short talk, followed by a period of "quiet sitting." Wednesdays, 12-1 p.m., Annex Z, Room 105, 2090 Mackay St., and Thursdays, 3-4 p.m. at Belmore House, 2496 West Broadway St. Call Daryl Lynn Ross, -3585.

A Journey of Discovery

Participants use guided imagery, meditation on the Word of God, creative expression and other techniques to discover the unity of mind, body and spirit, form new bonds with others, and deepen their relationship with God. Annex Z, Room 105; Tuesdays from noon to 1:15 p.m. Call Michelina Bertone, S.S.A., -3591.

Outreach Experience

Make a difference, discover new skills and talents, and get involved. Volunteers work with children, teens, the elderly, the poor or the sick. Involvement depends on your interests,

availability and depth of commitment. Call Michelina Bertone, S.S.A., -3591

International Students' Lunch

Sunday, January 28 at 12:30 p.m. at Belmore House, 2496 West Broadway St. Co-sponsored by the Loyola Chapel Community and Campus Ministry, this event is meant to welcome all new and returning international students. To reserve a place, call 848-3588. Free.

Loyola Chapel

Eucharist (RC): Sunday morning at 11 a.m., Monday to Friday at 12:05 p.m.

Focusing: The Inward Connection, A Step to Freedom

A seven-session workshop designed to explore the focusing process/technique. Learning and using this will enable participants to get in touch with the body's inherent wisdom, creativity and self-understanding. Wednesdays at 2:45-4 Annex Z, Room 105, beginning February 7. Info: Michelina Bertone, S.S.A., 848-3591

Concordia Concert Hall

Thursday, January 18

Scott Macintosh Octet: Third-year sax student leads a band through standards and original compositions at 12:30 p.m.

Thursday, January 18

The Brahms Trio will perform an all-Brahms program, featuring clarinet concertos, as well as five lieder at 8 p.m. Tickets are \$5 and are available one hour before the concert.

Saturday, January 20

Concordia guitarist Roddy Elias teams up with Chelsea Bridge vocalist Tena Palmer for a workshop/performance open to all at 2 p.m.

Tuesday, January 23

Écucue 14.8: An electroacoustic concert featuring the works of Otto Joachim, who received an honorary doctorate in June 1995. 8 p.m.

Saturday, January 27

Concordia Chamber Orchestra, conducted by Sherman Friedland at 8 p.m. The program will consist of compositions written by the winners of our annual concerto competition.

CPR courses

The following courses will be offered by the EH&S Office in the next few weeks. Members of Concordia and the outside community can take these courses. Contact Donna Fasciano, Training Co-ordinator, at 848-4355.

January 20 - Heartsaver Course

January 21 - BLS Recertification

January 23 - Heartsaver Course

January 25 & 26 - CSST First Aid - French Course

January 27 & 28 - CSST First Aid - English Course

Faculty Workshops

Using Scoring Guides to Evaluate Student Writing. Monday, January 22 from 2:30 - 4 p.m. in H-440, 1455 de Maisonneuve Blvd. W. Leaders: Mary Mar & Mary O'Malley, Counselling & Development.

So, What's Special about Teaching Adults? Thursday, January 25 from 1:30 - 3:30 p.m. in LB-553-2, 1400 de Maisonneuve Blvd. W. Leader: Ron Smith, Learning Development Office.

Film

Conservatoire d'Art Cinématographique de Montréal
Cinéma J.A. DeSève, 1400 de Maisonneuve Blvd. W., Concordia University (Métro Guy-Concordia). Admission: \$3.50.

Friday, January 19

Mixed Blood at 7 p.m.; *The Gospel according to St. Matthew* at 9 p.m.

Saturday, January 20

Teorema at 7 p.m.; *Camille Claudel* at 9 p.m.

Sunday, January 21

Roger and Me at 7 p.m.; *Salo, The 120 days of Sodom* at 9 p.m.

Monday, January 22

Alphaville at 8:30 p.m.

Tuesday, January 23

Il Grido at 8:30 p.m.

Wednesday, January 24

The Lion has Seven Heads at 8:30 p.m.

Friday, January 26

The Boy with Green Hair at 7 p.m.; *The Servant* at 9 p.m.

The Loyola Film Series

F. C. Smith Auditorium, 7141 Sherbrooke St. W. Tel. 848-3878. Free admission.

Monday, January 22

La grande illusion at 7 p.m.

Monday, January 29

Paths of Glory at 7 p.m.

Lacolle Centre for Educational Innovation

How to weigh what you want, without diet or physical exercise. Monday evenings beginning February 5th (17 weeks) from 6:30 - 9:30 p.m. Leader: Michael Brooker. Fee: \$136.75

Stress and Burn-Out Prevention (5 weeks) Monday evenings, Feb. 5 - March 4; 6:30 - 9:30 p.m. Leader: Suzanne Côté. Fee: \$170.93.

Lectures & Seminars

Thursdays at Lonergan January 18

Marika Pruska-Carroll (Political Science) on "Russia Between Yesterday and Tomorrow" 3:30-5 p.m., 7302 Sherbrooke St. W. Information: 848-2280.

January 22

Allan C. Brownfeld, U.S. syndicated columnist, author and editor, will speak at 2:30 in Room 311 of the Bryan Building on "Media, Ethics and Responsibility," at 4 p.m. in H-447 of the Henry F. Hall Building on "The Politics of Anti-Semitism," and on Tuesday, Jan. 23 at 4:15 in Room 311 of the Bryan Building on "The Oxymoron of Journalistic Ethics."

Centre for Community & Ethnic Studies

Wednesday, January 24

Richard Devlin, McGill Faculty of Law, on "Racial and Judicial Biases." 12 - 1:30 p.m. in LB-677, 1400 de Maisonneuve Blvd. W. 848-8728.

Thursdays at Lonergan

January 25

Harold Chorney, Concordia Department of Political Science, on "The Re-emergence of Class Society?" 3:30-5 p.m., 7302 Sherbrooke St. W. Information: 848-2280.

Library Workshops

CD-ROMs, Databases and Indexes; How to find periodical articles (75 min) Webster Library (Room LB-212) Jan. 22, 24 & 26 at noon.; Vanier Library (Room VL-122) Jan. 23 & 25 at 5 p.m.

The Internet - Introduction (60 min) Webster Library (Room LB-235) Jan. 18 at 10:30 a.m.; Vanier Library (Room VL-122) Jan. 22 at 10:30 a.m.

School of Graduate Studies News

Get-togethers with the Dean

Martin Kusy, Dean of the School of Graduate Studies, would like to meet with graduate students, on an informal basis, at the Graduate Administration offices. Sessions will take place from 5:30 - 7 p.m. at 2145 Mackay St., on Wednesday, January 24 and Tuesday, February 13. Space is limited. Please reserve by contacting Kali Sakell at 848-3803.

Special Events

Latin American Student Organization

If you like the Latin ambiance and want to meet new people, join LASO for a Tequila Party tomorrow night at Club Enigma, 390 Notre Dame St. W. 848-3532.

Garnet Key Society

The Honor Society of Concordia is holding its annual recruitment drive from now until January 26. Call 848-4828.

Mechanical Engineering Students' Association Tuesday, January 23

Mock-Interview Day. We will set up "mock-interviews" with people from industry, you book an appointment and hand us your CV, and then we film the whole thing so that you can view your performance. 848-7910.

January 29

Dr. Susan Love, author of Dr. Susan Love's Breast Book, speaks on January 29 from 6 - 8 p.m. in H-110, 1455 de Maisonneuve Blvd. W. Dr. Love will sign copies of her book at the event.

Unclassified

Second-hand shop

Boutique St. George at 1105 Stanley St. Second-hand clothing, household items, books, records, etc. Every Thursday from 11 a.m. to 2 p.m.

University Ombuds Office

Contact us for information, advice and help with university-related problems and complaints. 848-4964 (PR-100) 2100 Mackay St.

Women

Tuesday, January 30

Manon Dumas presents *Degree in Women's Studies: Career Perspectives* at 12 p.m. in The Lounge (MU-101).

The Healing Circle

A family life discussion and support group for women who are or have been in abusive relationships. We will meet Wednesdays (6:30 - 8:30 p.m.) at the Women's Centre of Montreal (3585 St. Urbain St.). From January 31 to April 3, 1996. Call Ilona at 522-8813.

Workshop

Sabbatical Leave Information Session

Participants will find out about sabbatical allowance, travel expenses, how to order and buy books, software and equipment, and how to apply for leave research grants. The sessions are organized by the Faculty Personnel Office, from January 30 to February 1. \$8 registration fee. Call Hillary Scuffell at 848-3689 before Jan. 25.

Music Workshop

Professor Barbara Lewis presents an intensive, day-long workshop on the personal and professional aspects of singing, called "Listen to Your Inner Voice" on Saturday, January 27, on the Loyola Campus. Cost: \$50 for students, \$75 for non-students. Call 486-8556 or 633-9543.

Ham Radio Class

Learn to be an amateur radio operator in one weekend seminar. Saturday, January 27 and Sunday, January 28, 1996 from 9 a.m. - 5 p.m. in H-644-1, 1455 de Maisonneuve Blvd. W. 848-7421.

CONCORDIA Summer Sports Camp

Give your child the Summer experience of a lifetime
Four 2-week sessions: **June 24 to August 16**



For info call: **848-3845**



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